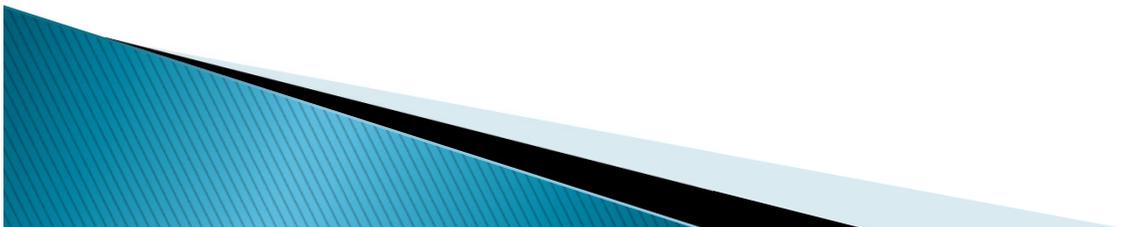




# **Research & Grants Expo**

**2021**

**Session 10:00-10:30**



## Researcher(s)

Online Partisan News and China's Country Image: An Experiment Based on Partisan Motivated Reasoning – Chen Yang – SIHSS

Supplier Goal Commitment in Performance-Based Contracts: A Managerial Perspective – Hasan Celik – SBUS

Natural Frequencies of Submerged Structures Using an Efficient Calculation of the Added Mass Matrix in the Boundary Element Method – Luis Monterrubio – SEMS

Gender wage Equity – Daria Crawley Jill Kurp, Jodi Potter – SBUS



# Online Partisan News and China's Country Image: An Experiment Based on Partisan Motivated Reasoning

By Chen Yang (Robert Morris University)  
& Gi Woong Yun (University of Nevada, Reno)



## Introduction

China's country image in the U.S. society is an intriguing and controversial topic in international communication. The study aimed to investigate how American partisan audiences process news coverage about China from liberal or conservative partisan media.

## Main Concepts and Theories

A three-dimensional construct of country image (Laroche et al., 2005):

- Cognitive (i.e., country beliefs): perception of a country's industrial development and technological advancement.
- Affective (i.e., people affect): attitude towards the people from a country
- Conative (i.e., desired interaction): willingness to interact with a country

**Partisan Motivated Reasoning (PMR):** partisan's reasoning process tends to be guided by directional goals aimed at protecting one's political standing when one is primed to attaching importance to sticking to his/her partisan identity (Bolsen, Druckman, & Cook, 2014)

## Methods

- A 2x2 experimental pretest-posttest design was used to measure China's image with partisan audience's exposure to a mock news website (MSNBC or FoxNews). Two manipulated factors are media congruency (whether media are congruent or incongruent to partisan audience) and news coverage (positive or negative in reporting China).
- A total of 172 participants completed both pretest and posttest and passed the manipulation check.

## Hypotheses

- H1: People exposed to positive coverage perceive a better country image of China than those exposed to negative coverage.
- H2a: People exposed to positive coverage in congruent media perceive the most favorable country image of China.
- H2b: People exposed to negative coverage in congruent media perceive the least favorable country image of China.
- H3: The positive coverage will have a divergent effect pattern between congruent and incongruent media conditions while the impact of negative news coverage will depend less on media congruency.

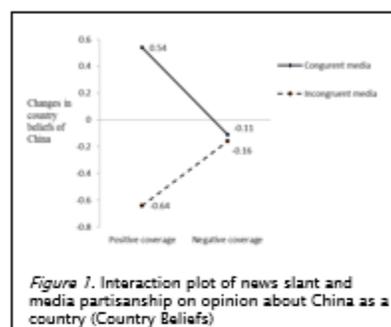


Figure 1. Interaction plot of news slant and media partisanship on opinion about China as a country (Country Beliefs)

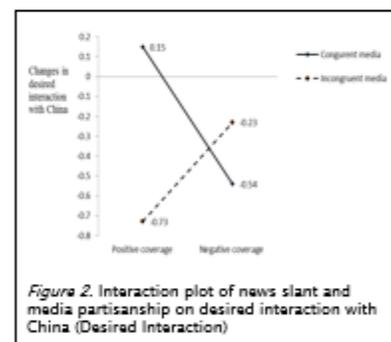


Figure 2. Interaction plot of news slant and media partisanship on desired interaction with China (Desired Interaction)

## Conclusions

1. The non-effect of primed news coverage suggests that country image is a relatively stable construct, which may remain resistant to a small dose of news coverage in a short term.
2. Audience's attitude and judgement of the issue of China adopted an opposing position from the originally intended persuasive message, implying that media's attempt to persuade may arouse a counter-arguing "boomerang effect" among partisans driven by directional goals
3. A multidimensional approach to country image is still preferable in investigating media effects on country image.
4. PMR not only occurs in topics related to key partisan controversies, but also applies to less partisan-relevant issues as long as media source's partisanship is highlighted.

## Results

H1: rejected in all 3 dimensions  
H2a: supported for country image and people affect (see Figure 1 & 2)  
H2b: not supported. Positive coverage in incongruent media led to the lowest score in country beliefs and desired interaction (see Figure 1 & 2)

## Bibliography

- Bolsen, T., Druckman, J. N., & Cook, F. L. (2014). The influence of partisan motivated reasoning on public opinion. *Political Behavior*, 36(2), 235-262.
- Laroche, M., Papadopoulos, N., Heslop, L., & Mourali, M. (2005). The influence of country image structure on consumer evaluations of foreign products. *International Marketing Review*, 22(1), 96-115.



# Supplier Goal Commitment in Performance-based Contracts: A Managerial Perspective



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## Abstract

Performance-based contracting (PBC) has altered the way trading partners conduct supply chain business; with an emphasis on defining and committing to goals. This study develops a conceptual model that identifies the key characteristics of PBC (i.e., reward/payment scheme, increased supplier autonomy, and transfer of responsibilities) and examines their implications on goal commitment of suppliers through the lenses of agency theory, job characteristics theory, and goal-setting theory. The findings reveal that with its key characteristics, PBC has positive effects on the supplier goal commitment, which translates into higher supplier performance. Furthermore, this study also validates the mediating role of goal alignment and felt accountability/responsibility on the goal commitment of suppliers.

## Methods

**Instrument Development:** In order to adapt and generate new measurement items for the constructs; a structured method consisted of literature review, interviews, Q-sort, and a pilot study was followed.

**Data Collection:** Data were collected in US through a survey targeting single informants whose primary job functions are logistics, supply chain management, or operations management.

**Measurement Model and Hypotheses Testing:** Upon completion of exploratory factor analysis (EFA) and confirmatory factor analysis (CFA), we conducted a path analysis using SEM.

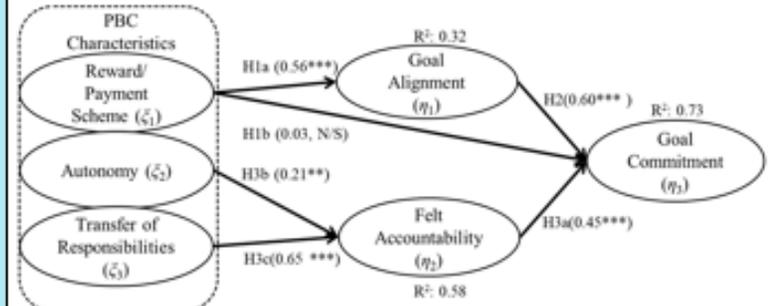
### Evidence of Reliability and Construct Validity

Factors	GC	RPS	Auto	ToR	GA	FA	AVE	CR	Alpha
GC	0.754						0.568	0.798	0.80
RPS	0.456	0.717					0.514	0.760	0.76
Auto	0.396	0.211	0.731				0.534	0.852	0.87
ToR	0.694	0.476	0.413	0.700			0.490	0.793	0.79
GA	0.824	0.459	0.474	0.635	0.694		0.482	0.788	0.79
FA	0.721	0.388	0.486	0.713	0.632	0.702	0.492	0.742	0.78

## Conclusions

PBC continues to change the way firms contractually engage in business. Though PBC is an active research stream, the behavioral implications of PBC on supply chain stakeholders are understudied. To the best of our knowledge, this is the first research that puts forth a conceptual framework with multiple, testable hypotheses that frames the relationship between PBC and supplier goal commitment through the lenses of AT, GST and JCT theories. commitment. As theorized, PBC has positive effects on the supplier goal commitment, which is crucial for supplier performance. The reward/payment scheme has a statistically significant positive direct impact on goal alignment and statistically significant indirect effect on goal commitment. In terms of autonomy, it has a statistically significant effect on felt accountability, as does the transfer of responsibilities. As for the mediating constructs, goal alignment between supplier and buyer, and felt accountability, both have a statistically significant direct effect on goal commitment.

## Results



Indirect effect of Reward/Payment Scheme on Goal Commitment through Goal Alignment (0.34\*\*\*)  
(Full mediation)

Indirect effect of Autonomy on Goal Commitment through Felt Accountability (0.10\*\*\*)

Indirect effect of Transfer of Responsibilities on Goal Commitment through Felt Accountability (0.29\*\*\*)

NOTE: \*\*\* significant at 0.999 confidence level \*\* significant at 0.99 confidence level

## Contributions

**Theoretical:** this study first applies GST and JCT theories in an inter-organizational context and introduces goal alignment and felt accountability as new antecedents of goal commitment. Second, this study introduces a new validated construct, transfer of responsibilities. Third, this study highlights the importance of contracts, which governs the inter-organizational relations and transactions, in organizational motivation and work performance.

**Managerial:** this study presents new, validated insights for contract type selection. Since contract selection and contract management have a profound effect on competitiveness, the behavioral effect of PBC on supplier performance is a novel finding that might impact the contract selection decision-making process in a firm. Decision-makers are encouraged to consider the effect of PBC on supplier goal commitment when evaluating competing contract mechanisms. Lastly, being aware of the effect of PBC on supplier goal commitment, decision makers are now in a position to pay more attention to the key tenets of a successful PBC implementation to enhance supplier goal commitment.

Natural Frequencies of Submerged Structures  
Using an Efficient Calculation of the Added Mass  
Matrix in the Boundary Element Method – Luis  
Monterrubio – SEMS

**This poster is not available for preview.  
Please attend the session on March 31, 2021**





# A Fuller Picture: Understanding Perceptions of Pay Equity

Daria Crawley, Jill Kurp and Jodi Potter  
 School of Business  
 Robert Morris University



## Introduction

There is certainly a plethora of literature examining the gender pay equity issue in the US. Many have examined the impact of human capital factors (i.e. age, education, work experience) and how organizations value and compensate employees based on these factors. The research presented here goes a step further by incorporating two potentially important variables: employee and employer perceptions of gender pay equity in an attempt to build a more complete model in understanding how individuals perceive the equality in pay between men and women.

### Figure #1



## Method

Much of the evidence on gender differences in psychological attributes has been gleaned from laboratory experiments and there are reasonable concerns about generalizing the results of such experiments outside the lab. This study uses online survey methodology where respondents' attitudes and preferences along with other characteristics and labor market outcomes are self-reported. The respondents (n=864) qualified for the survey as a resident of the United States and 18 years of age or older. Responses were approximately proportional to each state's population.

## Measures

### Employee Perceptions of Workplace Pay Equity

- Women are less likely to negotiate for initial salaries and raises than men are;
- Women are more polite, so they view the act of negotiation differently than men.

### Employer Perceptions of Workplace Pay Equity

- Employers see women as not needing pay equal to men.
- Jobs and titles being equal, women are promoted as frequently as men.
- Most employers hide salaries to avoid comparison of equal pay for equal jobs.

### Human Capital Factors

- Gender, age, political affiliation, marital status, income, education, ethnicity

## Results

For each of the human capital factors and relative to the first research question, women are significantly less likely than men to believe that women receive equal pay for equal work. This belief is also prevalent with women who make a lower income (>\$10/K annually) and in older generations. However, those of Asian background are far more likely to believe that women receive equal pay, as are those who have a high school degree or less when compared to those with at least some college education. Findings indicate that *employer perceptions of pay equity* are significantly associated with believing that women do not receive equal pay for equal work. Furthermore, when accounting for *employee perceptions of pay equity*, the effects of most of the demographic characteristics remain unchanged.

### Figure #2



### Figure #3

Belief in No Compensation Difference



## Conclusions

Inclusion of psychological factors (i.e. perceptions) in addition to human capital factors to explain attitudes toward women's pay equity provides a fuller explanation and begins to fill the gap in the literature identified by previous researchers. The *employer workplace perception* result suggests that educating employers on pay transparency can play a role in decreasing the gender pay gap. Our findings indicating differences between Asian women and other respondents by race and gender provide a needed intersectionality lens on gender wage equity.